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# Business Talk-Plans

IMPROMPTU

Book Three

BENJAMIN BILLS



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## BOOK III





# *The* Impromptu Talk-Plan

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# Book Three

## General Outline of Step Three



### EXPLANATION



#### PART ONE—PRINCIPLES

##### *Section One: Importance of EXPLANATION:*

**Stimulates analytical thinking** In sixteen years of consultations in this work, speaking as of the year 1923, the experience of all of our consultation staff is that too many of the men and women who consult with us overlook the importance of this Third Step of EXPLANATION. The use of this Third Step more than of any other stimulates analytical thinking as opposed to superficial surmising.

**Frequent partial application of first two steps** For instance, you can pick up any number of advertisements embodying to a limited degree the use of the first two steps. This is to be noted in a recent series of pavement, radiator and correspondence school advertisements which

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have been applying rather uncertainly the principles of the first two steps.

True, they do not seem quite to appreciate the importance of all of the essentials which we have discussed in these first two steps. For instance, they often neglect to have their Two Illustrations sufficiently parallel to justify the SUGGESTION which they would make. Moreover, many of them when they come to the SUGGESTION itself, submit merely the bare PROPOSITION, e. g., "Take our correspondence course," or "Use our radiators," instead of the leading with the suggestive value of the APPEAL, e. g., "Because it will get you higher up in the climb to the top, consider our correspondence course," or "For steady and reliable heat, consider the advantage of our radiators."

Nevertheless, the assuring item to you who are mastering this material is its use, even if unscientific, by national advertisers. And altho they may not consciously apply the specific principles which we know to be involved, they must have found from experience that they make headway with these first Two Steps. Indeed, the vice-president of a leading correspondence school not long ago volunteered to us that "comparison specific instance copy," as he

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called it, pulled more replies by far than any other type of advertising.

Need of EXPLANATION being added as a Third Step

However, many of these advertisers stop short with these first two steps and thus open themselves wide to the challenge, "Yes, but your two illustrations do not *prove* your point." And here it is that we who are becoming acquainted with this Third Step of EXPLANATION very confidently can answer, "You are right. These two illustrations do not warrant a *conclusion* on the point but they do justify its *suggestion* being possibly considered. And right now we plan proceeding from this *possibility* of our point being sound to its *probability*."

And in anticipation of the Fourth Step of CONFIRMATION, we indeed can add "and we shall not be satisfied with merely perceiving the *probability* of this point. We shall go further and observe its *actuality* in a number of different places and under a number of different circumstances. We shall listen to the experienced cases of men who have not merely looked and listened but who have *acted* in accordance with the point we are making and to their very decided advantage."

If you think about it very long it becomes obvious that giving merely a couple of illustra-

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tions and drawing a tentative suggestion from them and then jumping to CONFIRMATION and giving three or four more illustrations is like having potato alone for your hash. There is, at least, little meat in it. The real meat of the IMPROMPTU TALK-PLAN comes in this Third Step of the EXPLANATION.

### EXPLANATION

basic even to

Fourth Step of

CONFIRMATION

Possibly it would be interesting to you to know how this necessity for grounding the SUGGESTION of the Second

Step in this explanatory matter of the Third Step was brought home to the author of these TALK-PLANS many years ago in a University debate in which he was a participant.

The subject of the debate concerned the minimum wage and as the final rebuttal speaker, he cited the experience of Australia and of Oregon, and he quoted copiously from the special investigations of Asa and from the Brandeis brief. But as he proceeded, he was aware that the judges were growing exceedingly restless. Thereupon, he threw his notes on the floor and walked to the front of the rostrum with the declaration:

“Conflicting facts have been presented on both sides this evening and the same authorities have been quoted both ways. Of

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necessity, it is difficult from the evidence as presented in this conflicting fashion to determine just what has been the experience in the operation of the minimum wage.

“Therefore, let us lay out of our minds the conflicting testimony and reports and place in our minds only considerations of the ‘horse sense’ of the minimum wage idea.

Now, you cannot reasonably believe that industry can treat the human machine any differently than does it an iron machine. The iron machine is relieved now and then. And it is given good oil. And it is repaired. Is it sensible that less can be done with a minimum wage for the human machine, and society not pay the price?”

At the end of the debate, two of the three judges, one of whom was Judge Kenesaw Mountain Landis, and the other Jane Addams, came forward and volunteered that there were so many facts in conflict that they were at an utter loss as to which way to decide until the “*horse sense*” of the situation thus was presented.

Aid of  
**EXPLANATION**  
where evidence of  
**CONFIRMATION**  
is conflicting

And so it is. You may cite two examples your way and thereupon the other man may cite three examples his way.

Offhand it might appear that he were right. However, his three examples may be *unusual* cases and your two examples may

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be *typical* cases. Therefore, if in behalf of your proposal there are underlying and permanent *causes* productive of many more examples in addition to the two illustrations, which you have submitted, such EXPLANATION, which is the office of this Third Step, will help you save the day.

You can triumphantly point out these *underlying causes* to the listener as the basis for giving little credence to the three *unusual examples* of your competitor. And the listener can be brought to see that the competitor's instances *are* unusual in light of the fact that in his proposal there are not the same underlying and enduring causes assuredly productive of many more additional situations like the three unusual ones which he has been able to gather.

### *Section Two: The Third Step of EXPLANATION defined and explained:*

EXPLANATION is a sub-dividing of the APPEAL      Any of you who have used a scalpel or have seen a physician do so in sorting bundles of nerves, and dividing them into parts, has seen just about what the mind does with EXPLANATION in relation to the APPEAL. The APPEAL is one big chunk idea which, if *subdivided* into smaller and more understandable



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parts, thereby takes on more complete meaning and more persuasive attraction.

Sometimes it helps to think of EXPLANATION in the sense of its bearing the same relation to the APPEAL as the fingers bear to the hand. They merely are divisions and ramifications of it. EXPLANATION, in short, is nothing more or less than a further analyzing and sub-dividing of the APPEAL, with the purpose of more keenly appreciating the APPEAL by perceiving it broken up into its parts.

**The whole  
understood thru  
an understanding  
of its parts**

If a company manufacturing a high grade automobile has as an APPEAL for its car, the "stability of its construction," they can get the buying public more readily to agree by breaking up such an APPEAL into the following explanatory parts:

(1) The chassis is made of an alloy stronger than steel. (2) Its locked motor is built on a separate personal pattern in each instance and by picked men who for over fifteen years have worked on this single class of design. (3) Its axles are machine made and hand finished. (4) Its motor cover is of special Belgium silver, with the finish enameled on.



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These four explanatory items are merely *sub-divisions* of the APPEAL of the car's "stability of construction." But the public upon comprehending each of these *separate* items of workmanship as being well made will more readily agree that the *whole* car is "well-made."

In short the theory in this Third Step of subdividing the APPEAL by explanatory analysis is merely an application of the simple and known logical principal that the whole can be better understood from an understanding of its parts.

### *Section Three: The Two Parts to EXPLANATION:*

The "How"  
part of  
EXPLANATION      In our automobile illustration, be it remembered that the explanatory point in support of the APPEAL of easy riding qualities in the low swung car was that the arc of the swing back and forth in the low swung car was shorter than in the high swung car. Therefore the wrench or throw from one side of the seat to the other, it was explained, naturally would be proportionately less in the low swung car than in a high swung one.

That is to say, the listener is shown "*how*" it is that this particular car assuredly embodies easy riding. And this "HOW" part of the ex-

## EXPLANATION

planatory support of the APPEAL is particularly effective because of its teamplay in continuing to lock arms rather than horns over the idea being implanted in the listener. For, the HOW-EXPLANATION merely engages the perceptive faculties of the listener seeking to get him to say, "I see," and all listeners like to be sufficiently smart to be able to *see* as distinguished from being compelled to *agree*.

The "Why"  
part of  
EXPLANATION      But the very natural reply of the cautious prospect to our automobile salesman after he thus had completed his pencil demonstration according as you have read it in the Introductory Outline (It would be a good plan for you to re-read it. It is to be found in the Introductory Outline, beginning at page 25) would be: "Yet what about the comparative bump straight up and down incurred in the low swung car?"

The salesman's "Why" answer very well could be: "The snubbing equipment is designed to change the up and down bump to a back and forth swing, so that the wrench is a side one rather than an up and down one."

That is to say, the salesman reasons out the WHY-LOGIC in support of the HOW-EXPLANATION already adopted by the prospect. This

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“WHY” shows the sense of the HOW. Thus we have HOW and WHY comprising the two parts of EXPLANATION.

### *Section Four: The relation of the HOW-WHY parts:*

The “WHY”  
is in support  
of the “HOW”

The “How” draws on your listener’s perceptive faculties in trying to get him to see the *plausibility* of the APPEAL. The “Why” puts the “*ibility*” in plausibility. That is to say, it shows that the “How” is a sound or useful “How.”

An illustration may help. Suppose you have a watch which you are marketing. Your APPEAL is its lack of necessity of repair. The “How” of this APPEAL would be that every time you wind the watch, you re-clean the important springs in it by reason of a cleansing apparatus being attached to the stemwind. Then you would follow up this “How” with a “Why,” urging that because dirt is the greatest cause of repair, this cleansing by winding would remove the dirt and therefore should remove the cause of frequent repair. In short, as said above, what you really do with your “Why” argument is to urge that the “How” method of cleansing the watch is sound.

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Additional  
illustration of  
How-Why  
relation

Suppose you have a certain new type of carburetor to market. You install it in an old car and find that you make a certain grade hill very much more easily than did you with the same car with another type of carburetor installed.

From this PARALLEL-COMPARISON there is brought to your listener's mind the SUGGESTION of the possible greater power developed out of the same amount of gasoline by the new type of carburetor.

Then in this Third Step of EXPLANATION you would show "*how*" this carburetor whirls the gasoline into smaller globules, each tiny atom of which gives off a gaseous vapor developed by the proper addition of air mixture. All this would be the HOW-EXPLANATION of the APPEAL of greater possible power developed by this type of carburetor.

Now the "Why" support would be a showing that with the gas more entirely vaporized, the spark thus would explode *every particle* of gas energy. It must be clear, then, that the "Why" proves the desirability of the "How."

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### *Section Five: Number of HOW-WHY'S:*

**Dependent upon persuasiveness of APPEAL** As we have already noted in observing the two explanatory sides of the chart on page 22

of Book One, there very generally is more than one "How" and more than one "Why" in explanation of the APPEAL—how many "How-Why's" would depend on how stubborn it is believed your listener is in admitting your APPEAL. If he rather readily agrees, you only weary him if you continue to dwell on its plausibility. If, on the other hand he appears hesitant or doubtful, you may have to present to him a number of "How's" and "Why's" in order to establish your APPEAL in his mind.

**Dependent upon inclusiveness of APPEAL** Another factor in determining how many "How's" and "Why's" you will use is that of how inclusive the APPEAL, itself, is. That is to say, if your APPEAL is very general, then there should be several more specific "How's and Why's." Whereas, if your APPEAL be very specific, there will be of necessity fewer "How-Why" points forthcoming in its support.

For instance, if the APPEAL for your PROPOSITION of "Buy Candy" is the general one of its being a thoughtful thing to do for one's family, there will be more "How-Why's"

## EXPLANATION

as to how all the family thus will be made appreciative of your thoughtfulness than if your APPEAL be the more specific one of making good your promise to your daughter to bring some candy home to her.

An illustration of three sets of explanatory supports presents itself in the explanation of the APPEAL of "comfort" in the cartoons on "Spending your vacation in the country," the "How-Why's" in support of "comfort" being: (1) relaxation (2) relief from noise (3) coolness.

### *Section Six: Stimulation of HOW-WHY Analysis:*

**Repetition of  
APPEAL before  
each new  
HOW-WHY**

One way to stimulate your mind into thinking along the lines of a "How-Why" analysis is to precede each new analysis with a re-statement of the APPEAL. For instance, if the APPEAL is profit in taking certain bonds, one "How-Why" could well be begun with "*There is a profit* in taking these bonds, because their interest rate is considerably above the market." Then, as you start the second supporting "How-Why" you again would repeat: "*There is a profit* in taking these bonds, because they probably will be called at a premium above par before maturity," etc. Repeating this APPEAL of profit each time causes your mind to



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bore in deeper on this particular advantage with the result that its different angles become more and more apparent.

Challenging  
"How-Why"  
question on  
APPEAL

Indeed, frequently your mind can be stimulated even more easily by challenging yourself with an interrogation as to the soundness of the APPEAL, for instance, "How is it that profit will accrue in taking these bonds?" and still question again and again, "How is it and why is it that there is additional reason for profit in these bonds?" The help here lies in the fact that a mind challenged by a question is the more quickened in trying to respond with an answer.

*Section Seven: Need of distinctive "How-Why" supports for APPEAL:*

Similarity in  
competitive  
APPEALS

A salesman of a fuel economy device frequently had to address conventions of boiler manufacturers. It appeared that his sale appeal aptly was contained in part of the name of his device, namely, "fuel economy." But this same appeal of fuel economy, of course, was used by his competitors. What *peculiarly different* "How-Why" reasons were there for the speaker's PROPOSITION more assuredly containing this APPEAL of fuel economy?



## EXPLANATION

### Necessity of distinctive HOW-WHY'S

One distinctly different reason for this superior economy of fuel was found to lie in a patented draft appliance which compelled the better combustion of the gases, much of which the other devices permitted to escape up the chimney.

Another distinguishing reason supporting his sale appeal of fuel economy was the certain flash of the new fuel notification signal for more fuel *not after* but *before* the fire-bed had burned down.

These two distinctively different "How-Why's" were the means of giving selling power to the APPEAL. And it generally is thus true that your success is mainly dependent on the distinguishing HOW-WHY EXPLANATION of your APPEAL. It is by such exclusive support that your APPEAL is given a keener edge and a stronger drive.

*Section Eight: EXPLANATION is of the APPEAL—not of the PROPOSITION:*

### The Explanation being of the APPEAL

From all that has preceded, it must be appreciated that just as the APPEAL, if sound, proves the PROPOSITION, its soundness in

## THE IMPROMPTU TALK-PLAN

turn is established by the HOW-WHY-EXPLANATION of this Third Step.

For instance, if the APPEAL for investment selling is the "greater return from it" you show by "How-Why" analysis that there reasonably *should be* a greater return. If the APPEAL itself, thus is made persuasive, then by it you can win decision for the PROPOSITION for which it is given in support.

Moreover, the concentration on the APPEAL as connected with the PROPOSITION is the exclusive emphasis of the First and Second Steps. And hence there should be team play on this single driving idea in this Third Step.

*Section Nine: Selection of One APPEAL only with the EXPLANATION in support of this One Appeal:*

**One APPEAL only** If you in an impromptu situation try to add other appeals to your single MAIN APPEAL, you may not be able to prove all of them, either because you have not the proof, or are denied the time, or have forgotten what you thought you could remember. Moreover, your audience has not been lead to see the possiblity of any additional appeals beyond the one which you have introduced by your Two Illustrations in the First Step.

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For instance, suppose your PROPOSITION is, "Support the Y. M. C. A." Suppose your APPEAL is "Because the Y. M. C. A. provides a stimulating place for the young manhood of your city." Leading off with your First Step of the Two Parallel Illustrations which suggest only this APPEAL of a stimulating place of meeting for the young manhood of your city—if, then, you follow with another APPEAL, say of the christianizing influences of the Y. M. C. A., your audience or your listener is likely to be confused as to both appeals.

**Single APPEAL**      In short, do you not see that if  
**like rifle-ball**      you have the Third Step of  
EXPLANATION trying to prove the soundness  
of your PROPOSITION rather than in team-  
play trying to prove the soundness of the  
APPEAL which thus proven will establish  
the PROPOSITION, you make the mistake  
which at the very outset we have determined  
not to make, namely, that of scattering your fire  
in a shot-gun splatter instead of concentrating  
it in a rifle-ball boring. For, to have a number  
of separate APPEALS is like having a number  
of No. 5 shot which both scatter and splatter.  
It is better to have one rifle-ball back of which  
all the powder drive is placed. It will make

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you draw closer aim, and your single ball will crash thru when you hit.

**Three practical reasons for one APPEAL only**

Furthermore, three practical reasons can be added to the case we are building for having but one APPEAL and the EXPLANATION held in support of it.

(1) *Preparation permits only one APPEAL*—Be it remembered that in your hurried PREPARATION you are limited to selecting one APPEAL only. For example, altho several appeals for investment selling crowded in on the lawyer, he dismissed all but one because of his fear that in choosing more he would jumble or forget, or fail to prove some of them. If you choose but one APPEAL in your Preparation, you are going to get into a great deal of trouble if you try to think up several other APPEALS in your *Presentation*. You really lose the helpfulness of the Three Preparation Steps thru which you have gone with the purpose of clarifying and solidifying your thinking before beginning your speaking.

(2) *Audience is concentrated on one APPEAL as proving the PROPOSITION*—The entire persuasion of all the preceding matter, of every

## EXPLANATION

fact in the Two Illustrations has been for the single APPEAL. Why then lead the audience away in what would appear to be a digression? Indeed, if once the talk is completed and the audience is not convinced as to the soundness of the PROPOSITION, at least this one APPEAL for it is not to be denied and the confidence of the listener or prospect is sufficiently won so that you can select yet another APPEAL as a second division of your speech or talk, and add its persuasion by the same Five Steps of the IMPROMPTU TALK-PLAN. In fact it has been the author's experience in selling, and indeed, from the platform, that this re-entering of the arena with another APPEAL frequently is necessary. However, it can be done with the assurance that there is no doubt left about the soundness of the first APPEAL. That much progress definitely and conclusively has been made.

Recently a man presented the personal trust facilities of a trust company to the president of a large corporation. His single APPEAL was the *thoroughness* of the trust company service. When he had finished, the president of the corporation, declared: "I already have my *personal* trust needs supplied, but you so impress me with the thoroughness of your bank's facilities

## THE IMPROMPTU TALK-PLAN

that I want our treasurer to talk with you about our company availing itself of your *corporate* trust services."

True, the bank man had selected the wrong PROPOSITION for this prospect, but the cumulation of every item to the single APPEAL of "thoroughness" did break open a receptivity to another PROPOSITION which he was equally eager to urge.

(3) *Explanation easier if in support of one MAIN APPEAL:* Moreover, in the presentation side if you have but one MAIN APPEAL upon which you are going to elaborate, the very fact that you thus concentrate on one idea assures you against losing it and prevents you from digressing from it.

Suppose you are urging a man to attend the theatre and are using as your MAIN APPEAL, the need of his exercising his play instinct. All your "How-Why" subdividing of this MAIN APPEAL is readily done where you have but that one dominant thought running thru your mind, namely, the *single* APPEAL of the play instinct. You scarcely can become confused if you thus have but this one track to follow.



## EXPLANATION

Exception to  
rule of one  
APPEAL  
only

However, there is a possibility, even in this IMPROMPTU TALK-PLAN of having more than one APPEAL. This can be done in a single talk by working each APPEAL separately thru the Four Steps and then collecting all of them together in the Fifth Step. That is to say, you develop one APPEAL at a time, carrying the first APPEAL at once thru the Third and Fourth Steps of EXPLANATION and CONFIRMATION and thereupon beginning with a second APPEAL and proceeding similarly, and doing so yet again with a third APPEAL and so on.

Illustrative of this was the experience of a business man recently, who in the hurry of affairs had completely forgotten a speaking engagement before a large convention until the very morning of the noon upon which it was to be given. He was unable to get away from his desk for preparatory thinking until a bare fifteen minutes preceding the time of this luncheon. He thereupon set down one PROPOSITION with five distinct and different APPEALS marshalled in its support. Then he quickly outlined an impromptu talk on each one of these five APPEALS, developing each APPEAL separately and completely thru all



## THE IMPROMPTU TALK-PLAN

Five Steps before beginning the subsequent APPEAL. And he delivered all five APPEALS in succession with good effect and with the audience not being at all aware that he was doing more than scoring each point hard and fast and in concentrated fashion.

And it was exactly this which he was doing. Yet his twenty minute speech was built in less than ten minutes of time and he was clear headed through it all as to just what he was doing and where he was going, for he was completing each APPEAL as he went along.

### **Direct mail use of several APPEALS**

The sales manager of a large advertising agency recently also did this very same thing. That is to say, while he had but one PROPOSITION to make to a prospective account, namely, "Let us serve you," he enumerated in his scratch paper preparation three distinct APPEALS in support of this single PROPOSITION. He thereupon built a chain of three letters mailing them in three consecutive weeks, with the result that upon receipt of the third letter he was invited over for a conference. However, it is to be noted that in each separate one of his letters he concentrated his Two Illustrations and all the "How-Why" support of his EXPLA-

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NATION on the *One Main Appeal* of that particular letter.

*Section Ten: Each HOW-WHY immediately proved up by its own matter of demonstration in the Fourth Step of CONFIRMATION:*

**Reasons for intermingling EXPLANATION with CONFIRMATION**

(1) Attention held

Instead of having a continuous succession of abstract "How's" and "Why's" together, it is best to intermingle the EXPLANATION

with CONFIRMATION. This is good sense, for no audience and no listener can attend too long to complex and intricate explanations and to deep and abstract argument. Their interest can be maintained only by mingling in actual concrete cases bearing out the point made. These cases, of course, should not digress from the point but should serve to *cement* it.

(2) Reservations avoided

A further advantage in thus having each "How-Why" immediately proved up by its own matter of CONFIRMATION is that you avoid possible criticism of being merely theoretical, for you at once nail down your analysis with the practical facts taken from the streets and from the authorities.

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Even another reason accrues for thus going back and forth from the Third to the Fourth Steps. This third reason is that if your listener doubts the plausibility of any "How-Why" analysis which you may be giving, he at once sees in its fact-proof a rebuttal of the grounds for his doubts and he is then kept open-minded for your later and additional "How's" and "Why's."

### *Section Eleven: Possible interchange of Third and Fourth Steps:*

**Clarity results** Where an explanatory reason is a bit involved or abstract, it may be more easily understood or more readily accepted by first giving instances of its actual demonstration. By witnessing a concrete application of a principle, we are sometimes then in a better position to comprehend the principle.

Suppose your APPEAL for the PROPOSITION, "Careful Dieting" is the obvious one of "health."

Suppose that one of your "How-Why" supports for doing careful dieting is that it "strengthens the digestive organs." Any physiological explanation of the development of the muscles of the walls of the intestines would be rather baffling to the layman. If, however, you can give an actual illustration of built up

## EXPLANATION

strength in the digestive tract resulting from careful dieting on, say, bran food, then an elaboration by EXPLANATION of this desirable principle of strengthening the tissues of the digestive tracts will be more easily understood.

**Third Step  
not to be  
omitted**

However, in those situations where you do thus follow the SUGGESTION immediately with the Fourth Step of CONFIRMATION, you must appreciate the necessity of going back to the Third Step of EXPLANATION and by it establish the *underlying principles* for your APPEAL which are necessary to give it permanent standing. For, you surely must understand that demonstrations alone of the Fourth Step of CONFIRMATION can be explained away or outnumbered. However, as we already have said, this is not true if these demonstrations are founded on enduring *causes or principles*, laid down in the Third Step of EXPLANATION, even tho it may be preceded sometimes—as here noted—by data of CONFIRMATION.

*Section Twelve: Time given to the Third Step:*

If this Third Step of EXPLANATION be the meat of the hash as described in a rather inapt figure of speech which we previously have used,

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it obviously is of sufficient importance to be given more space and attention than is devoted either to the Second or First Steps. And these Second and First Steps have been appraised as being entitled to two-tenths and one-tenth respectively of the total time allotted. It is fair to say that proportionately this Third Presentation Step should be given three-tenths of the total time available.

### *Section Thirteen: Illustrative application of EXPLANATION:*

Possibly a final illustration will be helpful for clenching this Third Step, if in it we can witness a complete application of all three steps of PARALLEL-COMPARISON, SUGGESTION and EXPLANATION.

Indeed, we shall carry right on in the illustration to and thru the Fourth Step of CONFIRMATION by reason of the essential noted in Section Ten of shifting back and forth between the Third and Fourth Steps. Moreover, in doing this we shall have an introduction already laid for this Fourth Step of CONFIRMATION which we shall thereupon study in detail in Book Four.

The illustrative talk following is on the subject of "Profit-Sharing," the speaker being

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Attorney Siegfried D. Nagle of Chicago, the talk being delivered in 1919 before one of the groups in Practical Talking in the Central Y. M. C. A. School of Commerce, Chicago.

## PROFIT-SHARING

### Preamble

“It has no doubt been brought to your notice heretofore that large and small concerns everywhere are continually seeking a solution of the problem to eliminate the strife between capital, on the one hand, and labor on the other. The general labor unrest throughout the world, as evidenced by present day Bolshevik outbreaks, affords a striking example of the urgent necessity for a closer confidence and understanding between employer and employees.

### Success- Illustration

“About five years ago Henry Ford, President of the Ford Motor Company of Detroit, adopted a plan of sharing the profits of his company with its employees and this plan since has been consistently followed by the Ford Motor Company. The result is that, apart from the general labor shortage occasioned by wartime conditions, the Ford Motor Company experiences little difficulty in securing the highest class of labor in every line, and in their plants, strikes and labor troubles are almost unknown.



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**Failure-Illustration**      "The recent labor trouble in the west, particularly in the mines of the Anaconda Copper Mining Company, Butte, Montana, discloses a situation which is the very antithesis of the conditions which prevail in the plant of the Ford Motor Company. The Anaconda Copper Mining Company has not yet seen fit to establish any system by which its employees may share in the profits of its business.

**Suggestion**      "Because it tends to eliminate labor troubles, is it not evident that every concern should adopt some plan or system whereby its employees may share in the profits of the business in which they put their efforts?

**Explanatory Reason No. 1**      "A plan of this sort promotes more continuous service and effects more regular attendance of employees. An employee who has a share in the profits of the enterprise he works for will not, without deep thought and good and sufficient reasons, sever his connection with such an organization. His interest in his work and in the business itself becomes a personal matter, making the employee feel that he has a substantial part in the conduct of the enterprise. 'Where a man's treasure is, there will his heart be also.'

**Reason No. 1's Confirmation**      "The retail store of Marshall Field and Company has a system of selling stock to employees which in three years has



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resulted in the employees owning much of the business and here it readily can be seen that anything partaking of the nature of the capital and labor controversy is impossible.

**Explanatory Reason No. 2**      “A system of profit sharing builds up confidence between employer and employee and keeps the employee satisfied. It is plain that the employee who shares in the profits of a business will hesitate to take any step which, even remotely, may jeopardize his interest in such enterprise. Rather he will do his utmost to continue and increase to the fullest extent these profits which ultimately flow to him and his associates.

**Reason No. 2's Confirmation**      “The Commonwealth Edison Company pays employees a certain interest on their savings and in five years the money may be exchanged for company stock. The International Harvester Company permits its employees to buy profit sharing certificates, which may be converted into stock at three dollars below the market price. Mr. Samuel Insull, President of the Commonwealth Company and Mr. Herbert F. Perkins, General Manager of the International Harvester Corporation, in interviews on this subject, declare that the experience of their companies has proved to them that a scheme for profit sharing with employees is a strong, practical proposition.”



PART TWO

Questions and Cases



QUESTIONS

I

Does the Third Step of EXPLANATION subdivide the APPEAL or the PROPOSITION? (See Sections Two and Eight.)

II

What simple and generally known logical principle is applied in this Third Step of EXPLANATION? (See Section Two.)

III

Why is EXPLANATION needed in support of the SUGGESTION? (See Section One.)

IV

In using the popular description, "horse sense" and "dollar sense," under which heading comes this Third Step of EXPLANATION? (See Section One.)

V

Just what is the aid of EXPLANATION where the evidence is conflicting? (See Section One.)

VI

If the steps were to be described as in turn bringing out the "possibility," "probability,"

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“actuality” and “finality” of the given PROPOSITION, under which description would this Third Step of EXPLANATION come? (See Section One.)

### VII

Indicate two general reasons and three specific practical grounds for the EXPLANATION being in support of the APPEAL rather than in support of the PROPOSITION? (See Section Eight.)

### VIII

How does this Third Step of EXPLANATION build a distinct house story or a distinct sales APPEAL for a product? (See Section Seven.)

### IX

Explain how the “Why” proves the “How” and is a sub-point of it. (See Section Three.)

### X

How many “How-Why” points would you ordinarily have? (See Section Five.)

- a.* In what situation would there be a considerable number of “How-Why’s” used? (See Section Five.)

### XI

How can you stimulate your mind into thinking along the lines of “How-Why” analysis? (See Section Six.)

### XII

When do you bring in the Fourth Step of CONFIRMATION which proves up this Third

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Step of EXPLANATION—at once after each “How-Why” or at the end after all the HOW-WHY EXPLANATIONS have been worked out? (See Section Ten.)

### XIII

What are the three reasons for intermingling EXPLANATION with CONFIRMATION? (See Section Nine.)

### XIV

When would you interchange the Third Step of EXPLANATION, having the Fourth Step of CONFIRMATION come first? (See Section Nine.)

### XV

What is the relative amount of time to be given to this Third Step of EXPLANATION? (See Section Eleven.)

# THE IMPROMPTU TALK-PLAN

## CASES

(These cases are worked out in the Appendix hereto with the view to aiding you in checking your own work. However, it obviously would be wise to work out the case, in each instance, for yourself in advance of checking the solution as given in the Appendix).

### I

Suppose that your PROPOSITION is an oil burner device that is to be used for heating residences and that your APPEAL is *convenience*. Work out one "How-Why" sub-division of this APPEAL of *convenience*.

### II

Suppose your PROPOSITION is to buy a specific brand of a staple product such as flour, coffee, etc., and that your APPEAL is quality. Work out three sub-divisions of this APPEAL by a "How-Why" analysis.

### III

Test each of your "How-Why" subdivisions of the APPEAL as used in the two preceding problems in the following manner:

- a. Is the "Why" in support of the "How"?
- b. Are both the "How" and "Why" in support of the APPEAL rather than in support of the PROPOSITION?
- c. Cross out each one of the "How-Why" supports which can be claimed for any competing device or competing staple.



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If you have none left, then add new "How-Why" supports which truly are distinctively different.

- d.* See if you can add one more "How-Why" support to the two APPEALS above. You can be helped by the repetition to yourself of the APPEAL before you begin each additional "How-Why."
- e.* Consider whether in the two problems here assigned, you may have too abstract a discussion and whether for a practical situation it would be better to intermingle this matter of EXPLANATION with concrete facts of CONFIRMATION.

## IV

Suppose your PROPOSITION is the sale-by-mail of a specialty, let us say, a motion picture projecting device or if you prefer, select your own PROPOSITION, for which you would be conducting a direct-by-mail campaign. Write one letter using first the two steps of PARALLEL-COMPARISON and SUGGESTION. Write a second letter using the Second Step of SUGGESTION alone. Write a third letter using the PREAMBLE, PARALLEL-COMPARISON and SUGGESTION in their respective order, giving a paragraph to each. Write a fourth letter repeating your SUGGESTION and working out this Third Step of EXPLANATION in support of the APPEAL which you make for the motion picture projecting machine or whatever specialty device it is for which you are seeking a market.

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### V

Read the literature of some investment house to discover what their "How-Why" support is for the "safety of their investment offerings."

### VI

Make an explanatory analysis for the APPEAL of "duty" in relation to the observance of a sane Fourth of July.

### VII

Read the institutional advertisements of any mercantile house and you will note many "How-Why" supports of their APPEALS.

# Appendix



## CASES AS WORKED OUT

### I

Suppose that your PROPOSITION is an oil burner device that is to be used for heating residences and that your APPEAL is convenience. Work out one "How-Why" sub-division of this APPEAL of convenience.

"HOW" The convenience of our oil burner device lies in its principle of operation which renders even unnecessary the oiling of any motor or filing down any connection points.

"WHY" This is possible by our gravity principle which simply harnesses the law of nature under your certain command.

Moreover, you do not have even the inconvenience of being sure of your pilot flame going out and the fear of a consequent flooding of the oil, for you have no pilot light.

### II

Suppose your PROPOSITION is to buy a specific brand of a staple product such as flour, coffee, etc., and that your APPEAL is quality. Work out three sub-divisions of this APPEAL by a "How-Why" analysis.

Here let us assume that the flour is "Minneapolis" flour for which the PROPOSITION is to be made and that its APPEAL

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is health giving quality. Let us proceed with three "How-Why" subdivisions of this APPEAL.

### A. How No. 1:

This flour is health giving because it stimulates the gastric juices when eating.

#### 1. Why No. 1:

This is done by reason of the tartness kept in the refining of the wheat so that the gastric juices are started flowing by this tartness in the same way as any special condiment does the same piece of work.

### B. How No. 2:

This flour is health giving because none of the nutritious value of the wheat kernel is lost.

#### 1. Why No. 2:

The kernel is not mashed but is kept whole and is not so heated as that any nutritious qualities can escape in gaseous form.

### C. How No. 3:

This flour is health giving because it always is on hand in fresh quantities at your grocer.

#### 1. Why No. 3:

The sales policy of the manufacturer does not permit any

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overstocking of the grocer. He is undersold rather than oversold. The local community thus is assured of having a fresh offering of flour each time they are in the market.

### III

Test each of your "How-Why" subdivisions of the APPEAL as used in the two preceding problems in the following manner:

- a.* Is the "Why" in support of the "How?"
- b.* Are both the "How" and the "Why" in support of the APPEAL rather than in support of the PROPOSITION?
- c.* Cross out each one of the "How-Why" supports which can be claimed for any competing device or competing staple. If you have none left, then add new "How-Why" supports which truly are distinctively different.
- d.* See if you can add one more "How-Why" support to the two APPEALS above assumed by your repetition to yourself of the APPEAL before you begin each additional "How-Why."
- e.* Consider whether in the two problems here assigned, you have too abstract a discussion and whether for a practical situation it would be better to mix this matter of EXPLANATION with the concrete facts of CONFIRMATION.

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When you have really gotten to where you can score 10 in your "How-Why" subdivisions of your APPEAL on each one of the five tests pointed out in this Case Three, you can rest assured you have mastered this Third Step of the IMPROMPTU TALK-PLAN which really is the most important of all its five steps.

### IV

Suppose your PROPOSITION is a sale-by-mail of a specialty, let us say, a motion picture projecting device or if you prefer, select your own PROPOSITION, for which you would be conducting a direct-by-mail campaign. Write one letter using first the two steps of PARALLEL-COMPARISON and SUGGESTION. Write a second letter using the Second Step of SUGGESTION alone. Write a third letter using the PREAMBLE, PARALLEL-COMPARISON and SUGGESTION in their respective order, giving a paragraph to each. Write a fourth letter repeating your SUGGESTION and working out this Third Step of EXPLANATION in support of the APPEAL which you make for the motion picture projection machine or whatever specialty device it is for which you are seeking a market.

#### *First Letter:*

In relation to making your young peoples' meetings more vital, the experience of the First Baptist Church of Elkton in swelling their average attendance of 25 an evening to an average of 200 by the use of our XYZ motion picture machine I am sure will be most suggestive to you.

Because of its attendance increasing value, would you not like to have us tell you



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more about this XYZ motion picture assistance?

### *Second Letter:*

Because attendance is essential to the vitality of any young peoples' organization, it is a fact, is it not, that the usefulness of our motion picture machine would be a matter calling for your very serious consideration? (The author believes very thoroughly in a letter as short and to the point as this one).

### *Third Letter:*

Because full attendance is a matter of large concern to you as the leader of the First Baptist Church Young Peoples' Society in Indianapolis, the actual experience below enumerated of the Young Peoples' Society of the First Baptist Church of Elkton quite possibly will be suggestive.

This First Baptist Church of Elkton increased their average attendance of 25 an evening without the motion picture machine to an average of 200 by the use of our XYZ motion picture machine.

### *Fourth Letter:*

Because of the attendance getting possibilities thru the service of our motion picture machine, its possible value to you, we are confident, will call for serious consideration.

The reason for reliable motion picture service begetting interest is its dramatic

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and concrete visualization of a moral or ethical teaching to be made. Even our great philosophers loved to think in pictures and the average young person delights in being able definitely to perceive religion in a specific application such as is possible in motion picture service.

### V

Read the literature of some investment house to discover what their "How-Why" support is for the "safety of their investment offerings."

Some of the "How-Why" supports of the American Bond & Mortgage Company for the safety of its investment offerings include:

1. The one-half century of real estate and investment experience of their senior officers; they know the business from the ground up.
2. The first mortgage grip on income as well as on land, building and equipment.
3. Monthly pre-payments in advance of interest and principal due every six months.

### VI

Make an explanatory analysis for the APPEAL of "duty" in relation to the observance of a sane Fourth of July.

The advantage of observing a sane Fourth of July lies in the fact that only in this way can its solemn significance be truly

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conserved. For, only as people think in their minds and feel in their hearts on that great independence day can an appreciation of its importance be instilled in the American public.

## VII

Read the institutional advertisements of any mercantile house and you will note many "How-Why" supports of their APPEALS.

*Comment:* Distinguish very carefully the *special* issue or *special* product advertisements from *general* institutional copy, that is, from copy where people are trying to build good will for the name of their house.

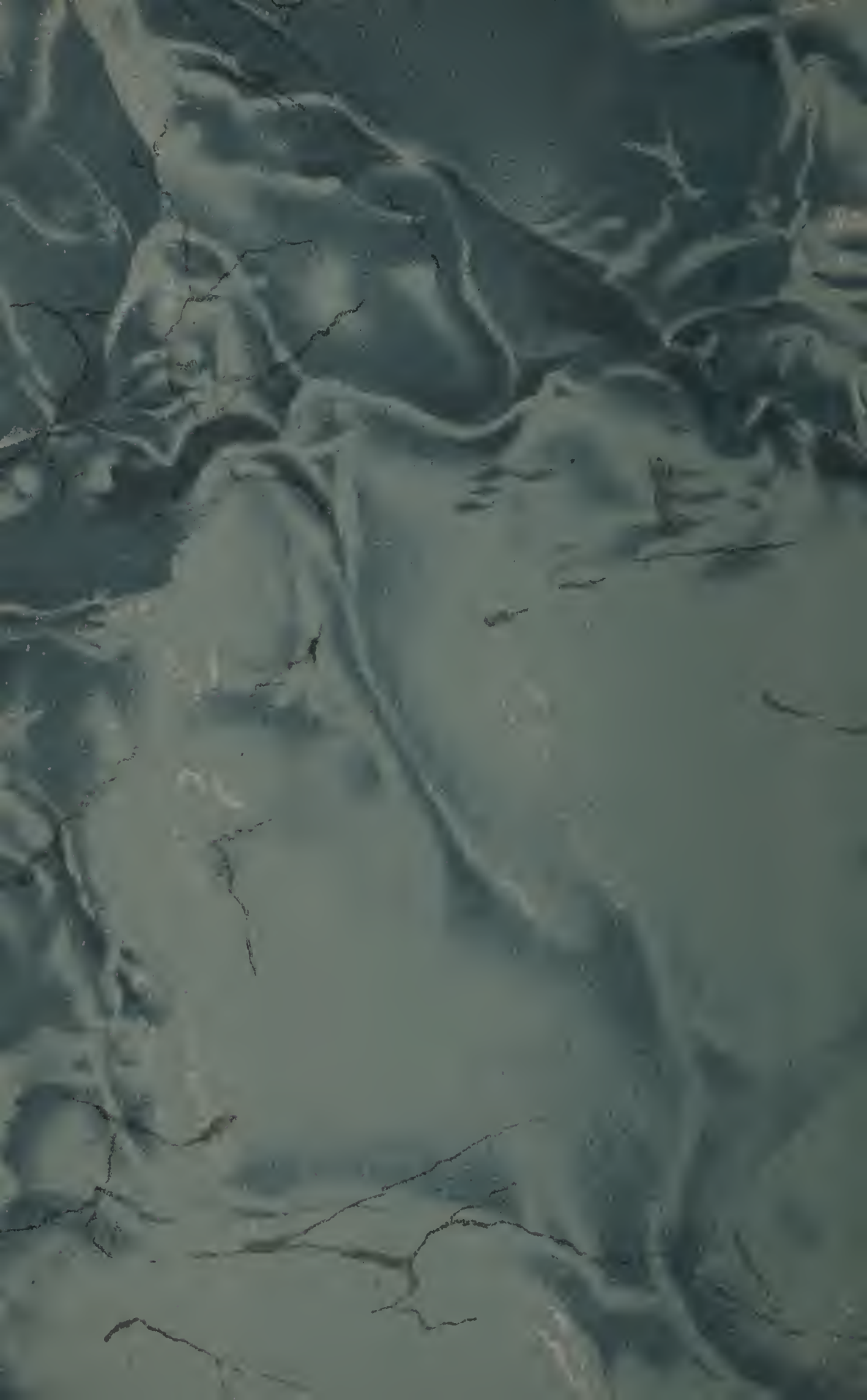
One such general institutional advertisement of a cost accountant house might include the following support:

HOW: Our cost accountant house gives you mature counsel—

WHY: We have no junior accountants in our organization.











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